



**PUBLIC UTILITIES COMMISSION  
BUREAU OF PERSONNEL AND TRAINING**

**A "HOW TO"  
HANDBOOK ON DISCIPLINE**

**1986 Revised Edition**

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**PUBLIC UTILITIES COMMISSION  
BUREAU OF PERSONNEL AND TRAINING**

**A "HOW TO"  
HANDBOOK ON DISCIPLINE**

**1986 Revised Edition**

**RUDOLF NOTHENBERG**  
*General Manager  
Public Utilities Commission*

**BUREAU OF PERSONNEL AND TRAINING**

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*Administrative Assistant*





**PUBLIC UTILITIES COMMISSION  
CITY AND COUNTY OF SAN FRANCISCO**

DIANNE FEINSTEIN, Mayor  
RUDOLF NOTHENBERG, General Manager

SAN FRANCISCO  
MUNICIPAL RAILWAY

HETCH HETCHY  
WATER AND POWER

SAN FRANCISCO  
WATER DEPARTMENT

MEMORANDUM

August 12, 1986

TO: All PUC Managers & Supervisors

FROM: Rudolf Notenberg  
General Manager  
Public Utilities Commission

RE: Discipline Handbook

We are pleased to provide you with the revised, improved version of our "how to" handbook on discipline processes. This guide, prepared by our Bureau of Personnel & Training, is intended to answer your questions and to help you move through the discipline process quickly, effectively, and fairly. It has been designed to simplify the steps of progressive discipline and to provide you with the assurance that your disciplinary actions will stand up to any test by setting forth evenhanded, equitable but firm treatment.

Most of our employees provide the level of dedication and effective work which we have a right to expect from public servants. However, when an employee fails to perform, you do yourself no favor; most importantly, you let down the rest of your work force if you do not move firmly through the disciplinary process. The handbook is designed to let you do so effectively when the situation calls for it.

RN:sm

Attachment

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# **HANDBOOK ON DISCIPLINE**

## **PART I**

### **SHORT FORM, SUMMARY INFORMATION**

*1986 REVISED EDITION*

*0115J*



PROGRESSIVE DISCIPLINE

OVERVIEW

\* Employees have the right to:

- A. know what is expected of them;
- B. be advised of their failure to meet expectations;
- C. know that failure to meet expectations will be dealt with uniformly and fairly.

\* Management has the right to:

- A. expect that the employee will perform and discharge their assigned duties and responsibilities;
- B. impose the appropriate disciplinary action against employees who fail to observe that level of efficiency and/or fail to conduct themselves in a manner defined in the rules, regulations and policy of the Department.





PROGRESSIVE DISCIPLINE CHART

! STEPS !	! ACTION !	! FORM* !	! DOCUMENTATION !
! A !	! ORAL ! WARNING/INFORMAL ! CONFERENCE !	! NO FORMS !	! Handwritten notes/nothing ! to employee's file. !
! B !	! WRITTEN ! INSTRUCTION !	! 1) Employee Confer- ! ence Notification; - ! 2) White Employee ! Disciplinary Con- ! ference Form D-1. !	! Copies of policies, rules, ! instructions, and/or ! statements. ! Re: Subject matter of ! the conference. !
! C !	! WRITTEN WARNING !	! 1) Employee Confer- ! ence Notification; ! 2) White Employee ! Disciplinary Con- ! ference Form D-1. !	! Copies of previous ! written instructions on ! same subject matter/notes! ! on informal conferences, ! and/or statements. !
! D !	! SUSPENSION !	! 1) Employee Confer- ! ence Notification; ! 2) Blue Employee Dis- ! ciplinary Confer- ! ence Form D-2. !	! Copies of previous written ! instructions and warnings, ! accident reports, witness' ! statements, police reports, ! time sheets etc. !
! E !	! TERMINATION/ ! DISMISSAL !	! 1) Employee Confer- ! ence Notification; ! 2) Blue Employee Dis- ! ciplinary Confer- ! ence Form D-2. !	! Copies of previous confer- ! ences held on same subject ! matter, accident reports, ! witness' statements, police ! reports, time sheets, etc. !

\*See Appendix of Forms, pp. 41-43

Notes: a) B and C can be done at the same time;

b) Depending upon the circumstances surrounding a particular situation, an employee's initial violation may warrant suspension or termination/dismissal.



\* THE STEPS OF PROGRESSIVE DISCIPLINE ARE:

- A. Oral Warning/Informal Conference
- B. Written Instruction
- C. Written Warning
- D. Suspension
- E. Termination/Dismissal

(Note: B and C can be done at the same time.)



\* FORMS USED IN PROGRESSIVE DISCIPLINE PROCESS

Steps:

- A. No Form;
- B. Employee Disciplinary Conference  
Form D-1;
- C. Employee Disciplinary Conference  
Form D-1;
- D. Employee Disciplinary Conference Form  
D-2;
- E. Employee Disciplinary Conference Form  
D-2.

(Copies of the forms are shown in the Appendix, pp. 42  
to 43.)





\* THE AUTHORITY TO DISCIPLINE IS GRANTED TO THE  
APPOINTING OFFICER BY THE FOLLOWING:

a) Charter of the City and County of San Francisco:

- 1) Section 3.501 - delegates duties to appointing officers;
- 2) Section 8.331-Limited Tenure Appointments;
- 3) Section 8.340-Dismissal during Probation period;
- 4) Section 8.341-Dismissal for cause;
- 5) Section 8.342 - Disciplinary Suspensions;

b) Civil Service Rules 6:

(Copies of the Charter Sections and CSC Rule 6 are in the appendix, pp. 31 to 40.)



HOW TO PROCEED

GUIDELINES TO BE FOLLOWED IN THE PROGRESSIVE DISCIPLINE PROCESS

INFORMAL DISCIPLINE

A. Oral Warning (Informal Conference).

1. Make informal notes regarding any meetings or discussions conducted with the employee, include examples of behavior plus the date and subject;
2. Save these notes, but do not send any documentation to the employee's personnel file.

B. Written Instruction (Informal Conference):

1. Documentation required;
2. Complete the white Employee Conference Form D-1, (Appendix, p.42);
3. Attach copies of the appropriate written policies, rules, instructions and/or statements relative to the subject matter of conference;
4. During the conference discuss with the employee what is written in SUPERVISOR'S STATEMENT plus the documentation;
5. Advise the employee of her/his right to respond. If she/he elects to respond later, indicate the time the response is due on the form (usually not longer than five (5) working days);
6. Ask the employee to sign the form. Explain that signing does not mean that the employee agrees with the instruction, only that the conference took place;
7. If the employee refuses to sign, it should be indicated in the form, and have a witness sign or initial the form attesting to that fact;
8. Distribute copies as indicated on the form.

(Note: Actions described on this page are instructive only. They are steps taken before formal disciplinary action is implemented.)



FORMAL DISCIPLINE

C. WRITTEN WARNING (Formal conference/documentation required).

1. Discuss action with supervisor and get his/her approval to proceed;
2. Complete the white Employee Conference Form D-1, (Appendix, p. 42);
3. Attach copies of previous written instructions and/or notes on oral instructions regarding the same or similar subject matter;
4. Complete the Employee Conference Notification, (Appendix, p. 41), and give or serve it to employee five (5) days before the conference is scheduled;
5. During the conference, discuss with the employee what is written in SUPERVISOR'S STATEMENT plus any supporting documentation;
6. Advise the employee of her/his right to respond. If she/he elects to respond later, indicate the date the response is due on the form (usually not longer than five (5) working days);
7. Ask the employee to sign the form. Explain that signing does not mean she/he agrees with the warning, only that the conference took place;
8. If the employee refuses to sign, it should be indicated on the form, and have a witness initial or sign the form attesting to that fact;
9. Distribute copies as indicated on the form.

(Note: This differs from a written instruction in that it is the first formal notification to the employee that a repeat of the action will be cause for additional progressive disciplinary action.)





D. SUSPENSION (Formal Conference/Documentation Required)

1. Discuss this action with supervisor and get his/her approval to proceed;
2. Complete Blue Employee Disciplinary Conference Form D-2, (Appendix, p. 43);
3. Attach all supporting documentation;
4. Complete the Employee Conference Notification (Appendix, p. 41), and give it to the employee five (5) days before the conference is scheduled;
5. During the conference, discuss with the employee the SUPERVISOR'S STATEMENT plus any supporting documentation;
6. Advise the employee of his/her right to respond. If he/she elects to respond later, indicate the date the response is due on the form;
7. Ask the employee to sign the form. Explain that signing does not mean he/she agrees with the recommendation, only that the conference took place;
8. If the employee refuses to sign, it should be indicated on the form, and have a witness initial the form attesting to that fact;
9. Prepare cover memo (Appendix, p. 44), attaching original Blue Employee Disciplinary Conference Form, (Appendix, p. 43), with documentation and route for approval. After it has been properly approved, forward the entire original package to the Manager, Bureau of Personnel and Training;
10. Distribute copies as indicated on the form.

(Note: Suspensions in excess of 5 days may be appealed by the employee by requesting a hearing before the appointing officer.)





E. TERMINATION/DISMISSAL (Formal Conference/Documentation Required)

1. Discuss this action with supervisor and get his/her approval to proceed;
2. Complete Blue Employee Disciplinary Conference Form D-2, (Appendix, p. 43);
3. Attach all supporting documentation;
4. Complete Employee Conference Notification, (Appendix, p. 41), and give or serve it to the employee five (5) days before the conference is scheduled;
5. During the conference, discuss with the employee what is written on the SUPERVISOR'S STATEMENT plus any supporting documentation;
6. Advise the employee of his/her right to respond. If he/she elects to respond later, indicate the date the response is due on the form (usually not longer than five (5) working days);
7. Ask the employee to sign the form. Explain that signing does not mean he/she agrees with the recommendation, only that the conference took place;
8. If the employee refuses to sign, it should be indicated on the form, and have a witness initial the form attesting to that fact;
9. Prepare cover memo (Appendix, p. 44), attaching original Blue Employee Disciplinary Conference Form, (Appendix, p. 43), with documentation and route for approval. After it has been properly approved, forward the entire original package to the Manager, Bureau of Personnel and Training;
10. Distribute copies as indicated on the form.

\*\*\*\*\*



# **HANDBOOK ON DISCIPLINE**

## **PART II**

### **LONG FORM, DETAILED INFORMATION**

*1986 REVISED EDITION*

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I.

TYPES OF CORRECTIVE DISCIPLINARY ACTIONS

In the interest of just and equitable employee treatment, the following types of corrective disciplinary action may be taken:

- A. Oral Warning
- B. Written Instruction
- C. Written Warning
- D. Suspension
- E. Termination/Dismissal.

The purpose of discipline is not to punish but to correct poor performance. Employees who exhibit less than satisfactory performance can expect to be warned, either verbally or in writing, and, if improvement is not demonstrated, suspension may be imposed and, finally, termination or dismissal may be recommended.

NEVERTHELESS, DEPENDING UPON THE CIRCUMSTANCES SURROUNDING A PARTICULAR SITUATION, AN EMPLOYEE'S INITIAL VIOLATION MAY WARRANT SUSPENSION, TERMINATION OR DISMISSAL.





A. ORAL WARNING

Informal Conference

1. Immediate supervisors are responsible for making progressive use of counseling and advice. The purpose of this action is to correct any situation that may lead to a more severe disciplinary action.
2. When an employee demonstrates a behavior which is in violation of Departmental, PUC or City policies, a conference with the employee should follow the incident. Depending upon the circumstances, the immediate supervisor may elect to give the employee an oral warning.
3. The immediate supervisor should inform the employee of the reason for the oral warning.
4. The employee should be informed by the immediate supervisor of the corrective steps that must be taken to prevent additional problems.
5. The supervisor should keep an informal record\* of the date, the nature, and content of the oral warning.
6. The employee must be given a reasonable time\*\* to respond and to demonstrate improved performance.

\*informal record - handwritten notes kept by the supervisor in his/her own file and not placed in the employee's file.

\*\*reasonable time - a general guideline is five (5) days.



B. WRITTEN INSTRUCTION

Informal Conference

1. Immediate supervisors are responsible for making progressive use of counseling and advice with a view towards correcting any situation which may lead to a more severe disciplinary action.
2. When an employee demonstrates a behavior which is in violation of Departmental, PUC or City policies, a conference should follow the incident. Depending on the circumstances, the supervisor may elect to give the employee a written instruction.
3. Notify the employee of the time, place and subject of the conference.
4. The Written Instruction, incorporated in the White Employee Conference Form D-1, (Appendix, p. 42), should state the reason(s) and facts necessitating the instruction and the corrective steps that the employee must take. Copies of any departmental rules, guidelines or policies should be reviewed with the employee and should be attached to the White Form D-1, (Appendix, p. 42).



5. The employee must be given a reasonable opportunity to respond (usually five (5) working days).
6. The employee should be asked to sign the form. Explain that signing is only an acknowledgment of having been present at the conference. If an employee refuses to sign, have a witness acknowledge at the time of refusal.
7. The original of the White Employee Conference Form D-1, (Appendix, p. 42), together with the documentation, must be forwarded to the Bureau of Personnel and Training for inclusion in the employee's Official Personnel File.\*
8. A written instruction is the first documentation sent to the employee's Official Personnel file.

\*Official Personnel File-the only recognized Official Personnel File is the file kept by the Bureau of Personnel and Training. Files kept by the Departments are informational only, and usually not binding as disciplinary documents.





C. WRITTEN WARNING

Formal Conference

1. Immediate supervisors are responsible for making progressive use of counseling and advice with a view towards correcting any situation which may lead to a more severe disciplinary action.
2. When an employee demonstrates a behavior which is in violation of Departmental, PUC or City policies, a conference with the employee should follow the incident. The Employee Conference Notification, (Appendix, p. 41), should be hand delivered to the employee notifying him/her of the time, place subject of the conference and advising him/her of the right to representation.
3. The Written Warning, incorporated in the White Employee Conference Form D-1, (Appendix, p. 42), should state the reason(s) and facts necessitating the warning and the corrective steps that the employee must take. Copies of previous Written Instructions, if any, on same subject matter, and/or notes on informal conferences and/or statements should be attached to the White Form D-1, (Appendix, p. 42).





4. A copy of the Written Warning must be furnished the employee and the union (when applicable).
5. The employee must be given a reasonable opportunity to respond (usually not longer than five (5) working days).
6. The employee should be asked to sign the form. If the employee refuses to sign, it should be indicated on the form, and have a witness initial the form attesting to that fact.
7. The original of the White Employee Conference Form D-1, (Appendix, p. 42), together with the documentation, must be forwarded to the Bureau of Personnel and Training for inclusion in the employee's Official Personnel File.\*

\*Official Personnel File--the only recognized Official Personnel File is the file kept by the Bureau of Personnel and Training. Files kept by the Departments are informational only, and usually not binding as disciplinary documents.



D. SUSPENSION

1. A supervisor who believes an employee has committed or is committing an act(s) in violation of instructions, rules, policies and/or has conducted or is conducting himself/herself in a manner in violation of Departmental, PUC or City policies should discuss the situation with the next supervisory level. If suspension is indicated, the supervisor should fill out the Employee Conference Notification, (Appendix, p. 41), informing the employee of a conference. The date, time and place of the conference should be stated in the form. The employee must be advised in the form, that he/she is entitled to representation in the conference.
2. Should the supervisor decide that a suspension is to be recommended, it should be stated in the Blue Employee Disciplinary Conference Form D-2, (Appendix, p. 43). Attach documentation such as the previous written warnings, accident reports, statements of witnesses, police reports, time sheets etc.
3. The employee must be requested to sign the form. If he/she refuses to sign, have a witness acknowledge at the time of refusal.



4. A memorandum (Appendix, p. 44), recommending the suspension of the employee addressed to the Manager of the Bureau of Personnel & Training with the Blue Form D-2, (Appendix, p. 43), and other documentation attached, should be prepared. Send memo (Appendix, p. 44), through the proper channels of management for approval. After its approval, the memo (Appendix, p. 44), with the whole package should be sent to the Manager, Bureau of Personnel and Training for action. The employee and the union should also be sent a copy of the memo.
5. After the review and approval of the Bureau of Personnel and Training, a letter of charges with a Pink Notice of Disciplinary Suspension Form is prepared with the number of days and dates of suspension indicated and sent to the PUC General Manager for approval and signature.

- Notes:
- a) The supervisor's decision that a suspension is warranted is only a recommendation that will be forwarded to the appointing officer, the PUC General Manager. The General Manager makes the final decision after reviewing the documentation.
  - b) In case of suspensions in excess of 5 days, the employee shall, at his request, be given a hearing by the appointing officer.





D.(1). SUSPENSION PENDING DISMISSAL

(Applicable Only To PCS Employees Who Have Passed Probation)

THE CHARTER ALLOWS AN EMPLOYEE TO BE SUSPENDED FOR A MAXIMUM  
PERIOD OF THIRTY (30) CALENDAR DAYS PENDING DISMISSAL FOR THE  
FOLLOWING BROADLY DEFINED ACTS:

1. Misappropriation of public funds or property;
2. Misuse or destruction of public property;
3. Drug addiction or habitual intemperance;
4. Mistreatment of persons;
5. Immorality;
6. Acts which would constitute a felony or misdemeanor  
involving moral turpitude;
7. Acts which present an immediate danger to public health and  
safety.

NOTE:. Suspension pending dismissal is a recommendation incorporated in the memorandum to be sent to the Manager, Bureau of Personnel & Training, recommending the dismissal of a permanent employee who has committed any of the acts above enumerated.

Upon receipt of the memo, a letter of charges is prepared for the approval and signature of the General Manager, setting the dismissal hearing before an impartial Hearing Officer on a date indicated in the letter. In the same letter of charges, the employee is suspended pending dismissal.



E. TERMINATION/DISMISSAL

1. TERMINATION

The following employees may be terminated from employment at any time for reasonable cause by the appointing officer:

- a) Non-Civil Service (NCS);
- b) Limited Tenure (LT);
- c) Temporary Civil Service (TCS);
- d) Probationary employees.

A. PROCEDURES FOR TERMINATION:

- 1) A supervisor who believes an employee (NCS, LT, TCS, Probationary) has committed an act(s) in violation of instructions, rules, policies which may be grounds for termination should discuss the incident with the next Supervisory level. If termination is indicated, the initiating supervisor should fill out Employee Conference Notification, (Appendix, p. 41), informing the employee of a conference. The date, time and place of the conference should be stated in the form. The employee must be advised in the form that he/she is entitled to representation in the conference.



- 2) The supervisor should indicate that termination will be recommended in the Blue Employee Disciplinary Conference Form D-2, (Appendix, p. 43). Attach documentation such as the previous written warnings, suspensions, accident reports, statements of witnesses, police reports, time sheets etc.
- 3) A memo (Appendix, p. 44) recommending the termination of the employee, addressed to the Manager of the Bureau of Personnel & Training with the Blue Form D-2, (Appendix, p. 43), and other documentation attached, would then be prepared. Send the memo (Appendix, p. 44), through the proper channels of management. After it has been approved, it should be sent to the Manager, Bureau of Personnel and Training for action.
- 4) Should the Manager, Bureau of Personnel and Training, determine that the memo (Appendix, p.44) with the supporting documentation is sufficient in form and in substance, a letter of charges is prepared terminating the services of the employee with a copy of the Notice of Separation from Employment attached and sent to the PUC, General Manager, for his approval and signature.





2. DISMISSAL

A regular permanent employee may be discharged for cause upon written charges and after having an opportunity to be heard in her/his defense.

- a) A supervisor who believes an employee has committed an act(s) in violation of instructions, rules, policies which may be grounds for dismissal should discuss the incident with the next Supervisory level. If dismissal is indicated, the initiating supervisor should fill out Employee Conference Notification, (Appendix, p. 41), informing the employee of a conference. The date, time and place of the conference should be stated in the form. The employee must be advised in the form that he/she is entitled to representation in the conference.
- b) The supervisor should indicate that dismissal will be recommended in the Blue Employee Disciplinary Conference Form D-2, (Appendix, p. 43). Attach documentation such as the previous written warnings, suspensions, accident reports, statements of witnesses, police reports, time sheets etc.





- c) A memo (Appendix, p. 44), recommending the dismissal of the employee, addressed to the Manager of the Bureau of Personnel & Training with the Blue Form D-2, (Appendix, p. 43), and other documentation attached, would then be prepared. Send the memo (Appendix, p. 44), through the proper channels of management. After it has been approved, it should be sent to the Manager, Bureau of Personnel and Training for action.
- d) After the review and approval of the Bureau of Personnel and Training, a letter of charges with a dismissal hearing scheduled is prepared to be signed by the PUC General Manager.
- e) The dismissal hearing will be held at the Bureau of Personnel and Training before an impartial hearing officer. The Department's witnesses, if requested, must be present, as they will be called to testify under oath. The hearing officer may dismiss the charges, suspend the employee, or approve the dismissal of the employee. The decision of the hearing officer, provided within five (5) days from the date of hearing, is final and there is no appeal.



## II.

### DEFINITION OF TERMS

It is necessary to apply consistent standards in the operation of a disciplinary program if it is to be swift, consistent, fair and well understood by our employees. Some "rule-of-thumb" or working definitions are provided below in the interest of assuring consistency and fairness. These definitions are for reference only and are not to be considered comprehensive or exclusive.

#### A. ABSENCE WITHOUT LEAVE (AWOL):

An employee may be considered A.W.O.L. if he/she does not telephone the designated supervisor before the beginning of his/her regular assigned shift; and/or does not report to work at his/her assigned shift, as provided by administrative procedures in his/her unit; and/or does not report back from lunch or break or fails to appear at an assigned area or place at the designated time; or leaves his/hers assigned area without permission during his/her assigned shift.



B. EXCESSIVE ABSENTEEISM

An employee may be considered to have excessive absenteeism when there is more than one day off work per month over a period of time or when the employee's pattern of absenteeism significantly interferes with the employee's ability to perform his/her duties and responsibilities.

Absences in conjunction with days off, pay days, and any medical documentation submitted by employees will be considered and evaluated on an individual basis.

C. MEDICAL OR PHYSICAL INCOMPETENCE

In instances where the appointing officer or designee has reason to believe that an employee is not medically or physically competent to perform assigned duties, and if allowed to continue in employment or return from leave may represent a risk to him/herself or to co-workers or to the public, may require the employee to present a medical report from a designated Commission physician certifying the employee's medical or physical competency to perform the required duties. If the employee refuses or fails to obtain such physician's certificate or if as a result of the medical evaluation is found not to be medically or physically competent, the appointing officer or designee shall place the employee on compulsory sick leave. Departmental requests for such medical examinations must be forwarded to the Bureau of Personnel and Training for processing.







D. FIGHTING

An employee who physically attacks or physically abuses another person is considered to be fighting.

E. SELF DEFENSE

Self defense is not considered fighting and an employee who is warding off an attacker will not be judged under the same disciplinary standard. If it is shown that one or more persons were aggressively attacking each other, both or all of them will be considered fighting and will be judged according to the disciplinary standards.

F. SUBSTANCE ABUSE

Drug addiction or habitual intemperance.

G. INATTENTION TO DUTY

- \* Incompetence (employee lacks the ability needed to effectively perform his/her duties and responsibilities at the acceptable level)
- \* Failure of an employee to perform his/her job at an acceptable level.
- \* Failure of an employee to report any illegal act related to the activities of the Public Utilities Commission to his/her supervisor or Department Head.



- \* Excessive tardiness (excessive tardiness does not refer to an occasional excusable occurrence but requires consistent application of a reasonable standard by the supervisor, such as more than once per payroll period).

H. INSUBORDINATION

Failure of an employee to perform an assignment, when given a direct verbal or written lawful order to do so by someone responsible for making the assignment.

I. ABANDONMENT OF JOB

Abandonment of job means that the employee left his/her place of assignment without permission of his/her supervisor for more than 5 consecutive work days.

J. UNETHICAL ACTS

Unethical acts are acts committed by an employee on duty in the capacity as a representative of the City and County of San Francisco which reflect discredit on the Department and the public service. Also included are off duty acts which directly relate to the employee's ability to adequately perform his/her duties and responsibilities.

K. DISHONESTY

A willful perversion of the truth in order to deceive, cheat, or defraud.



L. GAMBLING

Gambling on the premises at any time is prohibited.

M. MISTREATMENT OF PERSONS

Physically or verbally mistreating or abusing an employee or member of the public. For example, threatening physical harm to an employee or discourteously treating the public.

N. WITNESS

Witness means that a specific situation, act, or statement (i.e., theft, refusal of assignment) has been seen or heard by someone who can state or verify that he/she has first-hand knowledge of, saw or heard the action or statement in question. In some instances, a witness will be required to testify at disciplinary hearings.

O. SUSPENSION

Loss of salary for a period of time. Suspensions authorized by the appointing officer may not exceed 30 days. Suspensions authorized by a hearing officer may exceed that limit (Charter Sections 8.341 and 8.342).

P. TERMINATION

The discharge or firing of a Non-Civil Service, Limited Tenure, Temporary Civil Service, or Probationary employee (Charter Sections 8.331, 8.340 and CSC Rule 6.



Q. DISMISSAL

The discharge or firing of a Permanent Civil Service employee  
(Charter Section 8.341 and CSC Rule 6).

R. SAVINGS CLAUSE

If any section, subsection, sentence, clause or phrase of this  
policy is for any reason held to be unconstitutional or contrary  
to law, such decision shall not affect the validity of the  
remaining portions of this policy.

\*\*\*\*\*





PUBLIC UTILITIES COMMISSION  
STANDARDS OF DISCIPLINARY ACTION

Each disciplinary action listed beyond the warning stage implies the words "will be requested"; ONLY THE APPOINTING OFFICER has the authority to effect these disciplinary actions upon the recommendations of the appropriate supervisory personnel in the unit, bureau or division.

THESE STANDARDS FOR DISCIPLINARY ACTION CONSTITUTE A GUIDELINE FOR IMPOSING UNIFORM DISCIPLINE FOR SIMILAR TYPES OF OFFENSES. THE FACTS AND CIRCUMSTANCES OF EACH CASE MUST BE CONSIDERED IN DETERMINING WHETHER DISCIPLINE SHALL BE IMPOSED AND WHETHER THE DISCIPLINE IMPOSED IS APPROPRIATE TO THE CIRCUMSTANCES. IN MAKING A DECISION TO RECOMMEND APPROPRIATE DISCIPLINARY ACTION, THE EMPLOYEE'S ENTIRE PERSONNEL RECORD WILL BE CONSIDERED. FAILURE TO INSTITUTE PROGRESSIVE DISCIPLINE WILL NOT CONSTITUTE A VIOLATION OF THIS POLICY WHERE THE OFFENSE AND/OR CIRCUMSTANCES WARRANT.

Types of Offense	1st	2nd	3rd
A.W.O.L.	loss of pay & written warning	5 day suspension	termination/dismissal
Excessive Absenteeism	written warning	A. 5 day suspension; OR B. request medical evaluation Rule 15.02(a); OR	termination/dismissal
Fighting	Depending upon the circumstances	C. Compulsory Sick Rule 22.02(D)	
	A. suspension; OR		
	B. termination/dismissal		



<u>Types of Offense</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>
<u>Sleeping on duty</u>	written warning	5 day suspension	termination/dismissal
<u>Inattention to duty</u>	written warning	5 day suspension	termination/dismissal
<u>Refusal of assignment or insubordination (see definition) requires written report to dept. head</u>	Depending upon the circumstances	termination/dismissal	
	A. suspension		
	B. termination/dismissal		
<u>Abandonment of job</u>	termination (automatic resignation)		
<u>Theft of property</u>	Depending upon the circumstances	termination/dismissal	
	A. written warning		
	B. suspension		
	C. termination/dimissal		
<u>Any misuse of public property resulting in damage/ destruction or loss</u>	Depending upon the circumstances	termination/dismissal	
	A. suspension; OR		
	B. termination/dismissal		
<u>Mistreatment of persons</u>	Depending upon the circumstances		
	A. written warning	A. suspension	termination/dismissal
	B. suspension	B. termination/dismissal	
<u>Any reasonable cause not listed herein</u>	A. written warning; OR		
	B. suspension; OR		
	C. termination/dismissal		



## **PART III**

### **APPENDIX OF RULES GOVERNING DISCIPLINE**





CSC RULE 6

SEPARATION HEARINGS AND PROCEDURES EXCLUDING  
DISCIPLINARY ACTION AGAINST STRIKING EMPLOYEES  
UNDER CHARTER SECTION 8.346

Section 6.01. RULES OF PROCEDURE GOVERNING SEPARATION HEARINGS

A. Procedures governing the following employees:

1. Temporary
2. Limited Tenure
3. Probationary Entrance
4. Probationary Promotive

B. A notice of termination on the proper Civil Service Department form, from the appointing officer to the employee detailing the specific reason(s) for the termination, shall serve as official notice of such termination. The notice of termination shall be sent by certified mail or personally delivered. Copies of the termination form must be filed in the Civil Service Department. The termination must be approved in accordance with Section 3.501 of the Charter.

C. The notice of termination must include the following information:

1. The employee has the right to:

- a. A hearing before the Civil Service Commission. The decision of the Civil Service Commission may affect any future employment with the City and County of San Francisco.
- b. Representation by an attorney or authorized representative of the employee's choice at the inquiry.
- c. Notification of date, time and place of inquiry a reasonable time in advance.
- d. Inspection by the employee's attorney or authorized representative of those records and materials in the Civil Service Commission Office which relate to the termination.

2. Any interested party may request a continuance of the inquiry.

3. The stated reason(s) for the termination must be enumerated.. Records of warnings, reprimands and previous suspensions, if applicable to the reasons for termination, must be attached to the termination form.



4. To the extent practicable, the departmental representative who has the most complete personal knowledge of the facts which constitute the basis for the termination shall appear when the matter is to be considered by the Commission. The matter will be heard in accordance with Rule 5, Section 5.13. Interested parties may record the inquiry if they provide the necessary equipment.

Section 6.02. PROCEDURE FOR TERMINATION OF TEMPORARY EMPLOYEE

A. A temporary employee may be terminated for cause by an appointing officer at any time. The notification and hearing procedure shall be in accordance with the provisions of Rule 6, Section 6.01.

B. The Commission shall take one or more of the following actions:

1. Declare the person dismissed from the service and remove the name of the person from the eligible list.
2. Order the name of the person removed from any other list or lists on which the person has eligibility.
3. Restrict participation in further examinations as it deems appropriate.
4. Return the name of the person to the eligible list from which appointed without restriction or under such conditions for further appointment as it deems appropriate.

Section 6.03. PROCEDURE FOR TERMINATION OF LIMITED TENURE EMPLOYEE

A. A limited tenure employee may be terminated for good cause by an appointing officer at any time with the approval of the Commission. The notification and hearing procedure shall be in accordance with the provisions of Rule 6, Section 6.01.

B. The Commission shall take one or more of the following actions:

1. Approve the termination and declare the person dismissed from the service.
2. Order the name of the person removed from any regular eligible list or lists on which the person may have standing.
3. Disapprove the termination and reinstate the appointee to the Department.





**Section 6.04. PROCEDURE FOR TERMINATION OF PROBATIONARY EMPLOYEE IN AN ENTRANCE CLASSIFICATION.**

A. A probationary employee serving in an entrance classification may be terminated by the appointing officer at any time during the probationary period. The notification and hearing procedures shall be in accordance with Section 8.340 of the Charter and with the provisions of Rule 6, Section 6.01.

B. The Commission shall take one or more of the following actions:

1. May declare such person dismissed, or return the name to the eligible list from which appointed under such conditions for further appointment it deems appropriate, provided that certification to the same position and same immediate supervisor will not be made if the termination was for disciplinary reasons.
2. Order the name of the person removed from any regular eligible list or lists on which the person may have standing.
3. Restrict participation in further examinations as it deems appropriate.

**Section 6.05. PROCEDURE FOR HEARING FOLLOWING TERMINATION OF EMPLOYEE SERVING A PROBATIONARY PERIOD IN A PROMOTIONAL CLASSIFICATION.**

A. An employee serving a probationary period in a promotional classification may be terminated by the appointing officer at any time during the probationary period. The termination shall be in accordance with Section 8.340 of the Charter and applicable procedure in Rule 6, Section 6.01.

B. The employee shall have the right of appeal and hearing before the Commission. Notice of appeal shall be filed in writing in the Civil Service Department within ten (10) working days (excluding Saturdays, Sundays and Holidays) following the date of termination of appointment. The Commission will announce the time and place of hearing which shall be as soon as thereafter as convenient to all parties.

C. The Commission shall render its decision within thirty (30) days after receipt of the notice of termination, and

1. may direct such person dismissed, or



2. declare such person reinstated in the position and may order that the employee be paid salary from the time of the termination of appointment, or
3. order the return of such person to the position from which promoted and may re-establish the employee's eligibility to a list of eligibles for the promotive class under such conditions as the Commission may deem just.
4. The decision of the Commission shall be final.

D. Pending decision of the Commission, the appointing officer has the option to restore the employee to duty in the position from which promoted. If the position was under another appointing officer, that appointing officer's approval to such reinstatement shall be required.

Section 6.06. PROCEDURE FOR DISMISSAL OF REGULAR PERMANENT EMPLOYEE  
EXCEPT MEMBERS OF THE UNIFORMED RANKS OF THE POLICE AND  
FIRE DEPARTMENTS.

A. Discharge of Permanent Employee

A regular permanent employee may be discharged for cause upon written charges and after having an opportunity to be heard in her/his own defense.

B. Notification of Time and Place of Hearing

When the charges are made, the appointing officer shall notify the person in writing of the time and place where the charges will be heard by mailing such statement via certified mail to the employee's last known address. Such hearing shall not be held within five (5) working days of the date on which notice is mailed. The employee may be represented by counsel or other representatives of the employee's choice.

C. Hearing Officer - Sources

The hearing itself, as required by the Charter (Section 8.341), shall be conducted by a hearing officer under contract to the appointing officer chosen as follows in each case:

1. From organization such as the American Arbitration Association or the State Conciliation Service which customarily provide hearing officers, OR
2. From a list of qualified hearing officers certified by the Civil Service Commission, such list to be kept current and to contain at all times at least three (3) names.





D. Hearing Officer - Method of Selection

The Civil Service Commission shall certify its list of hearing officers by the following method:

1. The Commission shall cause to be published in a newspaper of general circulation an announcement of openings for hearing officers. This announcement shall run either for a period of five (5) working days or for two (2) weekends at the discretion of the Commission.

2. The Commission shall include in its list only such applicants as to satisfy the following criteria:

- a. Have at least one (1) year of experience in the conduct of judicial hearings in the capacity of a hearing officer.
- b. Have experience in the resolution of disputes involving the interpretation of labor-management contracts.

3. The Civil Service Commission shall post the list of panel members so selected for a period of five (5) working days during which time employees, public employee organizations or city departments may seek to demonstrate in writing that any member of the panel is unacceptable. The General Manager, Personnel, shall review such challenges and shall determine whether on the basis of the challenge the individual should be eliminated from the approved list.

E. Hearing Officer - Challenge of Employee

The employee may challenge the competence of the hearing officer who is scheduled to hear the employee's case on the basis that the officer is in some demonstrable manner biased or prejudiced against the employee and that, therefore, the employee will not be afforded a fair hearing. The challenge must be made in the following manner:

1. The challenge must be by written affidavit;

2. The challenge must be received by the appointing officer at least twenty-four (24) hours prior to the commencement of the hearing;

3. Should the challenge cause the department to incur expense through the cancellation of the hearing officer, shorthand reporter, etc., such expenses shall be borne by the employee in keeping with the section on costs below. If the employee has been placed on suspension pending the hearing, any delay in the hearing occasioned through challenge or replacement of a hearing officer shall be considered a delay of the hearing by act of the accused employee and shall extend



indefinitely the thirty-day period referred to in Charter Section 8.341. In the event that the appointing officer shall determine that the hearing officer cannot afford the employee a fair hearing, the appointing officer shall immediately make arrangements to obtain the services of another hearing officer in accordance with the methods stated above.

F. Hearing Officer - Evidence to be Considered.

The hearing officer shall decide the case on the basis of the evidence presented. The hearing officer shall determine whether the accused employee has adhered to the applicable orders, rules, regulations, ordinances, charter provisions, or applicable sections of any Memoranda of Agreement or Memoranda of Understanding. The hearing officer shall be prohibited from considering the relative merits or social desirability of such orders, rules, regulations, ordinances, charter provisions or sections of Memoranda of Agreement or Memoranda of Understanding as may be applicable to the case.

G. Hearing Officer - Decision

Within five-(5) working days of the close of the hearing, unless specifically exempted for good cause by the appointing officer, the hearing officer shall notify the appointing officer in writing of a decision in the case. The hearing officer shall be limited to the following options in deciding the case:

1. The hearing officer may exonerate the employee in which case the record may, at the discretion of the hearing officer, be expunged and the employee may receive back pay for all time lost.
2. The hearing officer may find the employee guilty as charged in which case the following three provisions apply:
  - a. The hearing officer may order the employee returned to work but without back pay for any time not worked between the time charges were made and the time of the hearing or the time the hearing officer renders a decision, whichever is longer.
  - b. The hearing officer may suspend the employee without pay but may not at her/his discretion, order back pay for any periods not worked prior to the hearing.
  - c. The hearing officer may dismiss the employee.

H. Notification of Decision of Hearing Officer

Within five (5) working days after the appointing officer receives written notification of the decision of the hearing officer, the





appointing officer shall inform the employee in writing of the decision of the hearing officer and shall, by copies of this correspondence and the written notification from the hearing officer, inform the Civil Service Commission of the decision and the action taken.

#### I. Costs

The department bringing charges against an employee shall pay all fees for hearing officers and court reporters, and, if required, the cost of preparation of the transcript with the following exception:

If additional costs are incurred as a result of any request of the employee (such as occasioned by the untimely postponement of a hearing, challenges of hearing officer, etc.), all such additional costs, such as cancellation fees or fees when court reporters cannot be notified of the cancellation of a hearing within their established and customary limits, shall be borne by the employee.

#### Section 6.07. PROCEDURE FOR HEARING ON CHARGES AGAINST AN EMPLOYEE WHEN THE APPOINTING OFFICER NEGLECTS OR REFUSES TO ACT

When the appointing officer neglects or refuses to act pertaining to the removal of any employee subject to the civil service provisions of the Charter, the Commission may hear and determine any charge filed by a citizen, or by any member of or by an authorized agent of the Commission. In rendering its decision, the Commission shall determine the charges and may exonerate, suspend or dismiss the accused employee in accordance with the provisions of Section 8.341 of the Charter.

The appointing officer or the departmental representative shall appear when the matter is to be considered. The matter will be heard in accordance with Rule 5, Section 5.13 - Order of Presentation.

#### Section 6.08 ELIGIBILITY STATUS PENDING COMMISSION ACTION ON TERMINATION

Pending action of the Commission on termination of any appointment or upon presentation of charges for dismissal, the name of the appointee shall be placed under waiver for all appointment(s) on any eligible list on which the person has standing.

#### Section 6.09. EFFECT OF COMMISSION APPROVAL OF TERMINATION OR DISMISSAL

Unless specifically ordered otherwise by the Commission, approval of termination or dismissal shall result in the cancellation of all current examination and eligibility status, and all future applications will require the approval of the General Manager, Personnel, after completion of one year's satisfactory work experience outside the City and County Service.





CHARTER PROVISIONS ON AUTHORITY TO DISCIPLINE

Section 3.501 - Department Heads

"xx                      xx

"Each appointive department head shall be immediately responsible to the chief administrative officer or board or commission, as the case may be, for the administration of his department, xx xx.

"He shall act as the 'appointing officer' under the civil service provisions of this charter for the appointing, disciplining and removal of such officers, assistants and employees as may be authorized. xx xx

"xx                      xx" (Underscorings, supplied.)

Section 8.331 - Limited Tenure Appointments

"xx xx xx Limited tenure appointments may be terminated by the appointing officer for good cause at any time with the approval of the civil service commission without reference to the procedures governing removals set forth in section 8.342 hereof. xx xx xx"

Section 8.340 - Dismissal During Probation Period

"Any appointment to a position declared permanent by the civil service commission shall be on probation for a period of six months or one year xx xx. At any time during the probationary period the appointing officer may terminate the appointment upon giving written notice of such termination to the employees and to the civil service commission specifying the reasons for such termination. Except in the case of uniformed members of the police and fire departments the civil service commission shall inquire into the circumstances. If the appointment resulted from an entrance examination the commission



may declare such person dismissed or may return the name to the list of eligibles under such conditions for further appointment as the commission may deem just. If the appointment resulted from a promotional examination the employee shall have the right of appeal and hearing before the civil service commission. The commission shall render a decision within thirty days after receipt of the notice of termination and (a) may declare such person dismissed; or (b) order such person reinstated in his position without prejudice, and the commission may in its discretion order that the employee be paid salary from time of the termination of his appointment; or (c) order the return of such person to the position from which he was promoted. The decision of the commission shall be final. Immediately prior to the expiration of the probationary period the appointment officer shall report to the civil service commission as to the competence of the probationer for the position, and if competent, shall recommend permanent appointment." (Underscorings, supplied.)

Section 8.341 - Dismissal for Cause

"No person employed under the civil service provisions of this charter xx xx in a position defined by the commission as 'permanent' shall be removed or discharged except for cause, upon written charges, and after an opportunity to be heard in his own defense. Pending such hearing, the appointing officer may suspend the person so accused if the accusation against the accused person involves misappropriation of public funds or property, misuse or destruction of public property, drug addiction or habitual intemperance, mistreatment of persons, immorality, acts which would constitute a felony or misdemeanor involving moral turpitude, or acts which present an immediate danger to the public health and safety; but such suspension shall not be valid for more than thirty days, unless hearing upon the charges shall be delayed beyond such time by the act of the accused person.

"xx xx xx"



Section 8.342 - Disciplinary Suspension

"The appointing officer may, for disciplinary purposes, suspend a subordinate for a period not exceeding thirty days; and suspension shall carry with it the loss of salary for the period of suspension. The suspended employee shall be notified in writing of the reason for such suspension, and if the suspension be for more than five days the employee shall, at his request, be given a hearing by the appointing officer. The decision of the appointing officer in all cases of suspension for disciplinary purposes shall be final."





# **PART IV**

## **APPENDIX OF FORMS**

- A. Employee Conference Notification**
- B. White Employee Disciplinary Conference Form D-1**
- C. Blue Employee Disciplinary Conference Form D-2**
- D. Memorandum to BPT Recommending Discipline Action**

*1986 REVISED EDITION*



For uniformity, the following form should be used in advising employees of recommendations for suspension, dismissal or termination:

EMPLOYEE CONFERENCE NOTIFICATION

DATE: \_\_\_\_\_

TO: \_\_\_\_\_ SHIFT & WORK HOURS \_\_\_\_\_

FROM: \_\_\_\_\_, Division & Tel No. \_\_\_\_\_

SUBJECT: Employee Conference Notification

You are hereby notified that an employee conference has been scheduled on (date) \_\_\_\_\_, (time) \_\_\_\_\_, at (place) \_\_\_\_\_. The subject of this conference will be \_\_\_\_\_ (state reason for conference) \_\_\_\_\_ regarding your \_\_\_\_\_ (action of employee that initiated the conference) \_\_\_\_\_.

You have the right to have representation at this conference. Please advise me at \_\_\_\_\_ (phone no. \_\_\_\_\_) by \_\_\_\_\_ (24 hours after giving the form) \_\_\_\_\_, of your choice of representative. If you fail to do so, you will be considered to have waived your right to representation.

You must give the department 24 hours notice, if you wish to reschedule this conference. If you fail to do so, the conference will be held as scheduled.

Please call me if you have any questions.

Employee's acknowledgement:

\_\_\_\_\_  
(Signature of Employee)

WITNESSED BY:

\_\_\_\_\_  
cc: Employee File  
Supervisor  
0420C-27



ORIGINAL: Bureau of Personnel & Training  
COPY: Employee  
Employee File

Date: \_\_\_\_\_

EMPLOYEE CONFERENCE FORM

EMPLOYEE NAME \_\_\_\_\_

CLASS & TITLE \_\_\_\_\_

EMPLOYEE'S \_\_\_\_\_  
Shift Days Off

DATES OF PREVIOUS CONFERENCES \_\_\_\_\_

DOCUMENTATION ATTACHED YES NO  
(circle one)

RECOMMENDATION

REASON FOR CONFERENCE Written Written  
(circle one) Instruction Warning\*  
\* Written warnings require Unit Manager's signature and the employee  
must be advised of his/her right to representation.  
Was the employee advised? (Circle one) YES NO

SUPERVISOR'S STATEMENT: (Attach additional sheets, as necessary.)

EMPLOYEE'S RESPONSE: (Attach additional sheets, as necessary.)

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Supervisor's Signature

\_\_\_\_\_  
Supervisor's Telephone Number

\_\_\_\_\_  
Unit Manager's Signature





ORIGINAL: Bureau of Personnel & Training  
COPY: Employee  
Employee File

Date: \_\_\_\_\_

**EMPLOYEE DISCIPLINARY CONFERENCE FORM**

**EMPLOYEE NAME** \_\_\_\_\_

**CLASS & TITLE** \_\_\_\_\_

**EMPLOYEE'S** \_\_\_\_\_  
Shift Days Off

**DATES OF PREVIOUS CONFERENCES** \_\_\_\_\_

**DOCUMENTATION ATTACHED** YES NO  
(circle one)

**RECOMMENDATION**

**REASON FOR CONFERENCE** Suspension Termination Dismissal  
(circle one)

No. of days

The employee must be advised of his/her right to representation at the discipline conference. Was the employee advised? (Circle one) YES NO

**SUPERVISOR'S STATEMENT:** (Attach additional sheets, as necessary.)

**EMPLOYEE'S RESPONSE:** (Attach additional sheets, as necessary.)

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Supervisor's Signature

\_\_\_\_\_  
Supervisor's Telephone Number

\_\_\_\_\_  
Unit Manager's Signature





SAN FRANCISCO MUNICIPAL RAILWAY 949 PRESIDIO AVENUE, SAN FRANCISCO CALIF. 94115 415-673-6864

S A M P L E  
TRANSMITTAL LETTER

Date: \_\_\_\_\_

TO : Andrea R. Gourdine, Manager  
Bureau of Personnel and Training

THRU : Department Head/Bureau Chief

THRU : Division Manager

THRU : Division Supervisor

FROM: : Line Supervisor

SUBJECT : Nature of Discipline Request for Employee

We are recommending the dismissal/termination/suspension [in the latter case state # of recommended days] of [name of employee, title, classification].

Brief narration of the events/circumstances which result in making the discipline request. Cite names of witnesses, documents, rules and/or procedures, if any.

Attached you will find the following documentation supporting our request:

- \* Records of written warning(s).
- \* Records of previous suspension(s).
- \* Letters/memos informing employees of departmental rules and procedures.
- \* Any other documentation supporting the charge(s).

Also attached are:

- \* Employee Conference Notification
- \* Employee Disciplinary Conference Form D-2
- \* Previous Disciplinary Conference Forms

cc:



# **PART V**

## **APPENDIX OF LIST OF UNIONS**





LIST OF UNIONS  
AND  
UNION REPRESENTATIVES

LOCAL 3

Operating Engineers, Local 3  
474 Valencia Street  
San Francisco, CA 94103

Hank Munroe, District Representative  
Bob Clark, Contracts Manager  
Tel: 431-1568

LOCAL 4

Painter's Union, Local 4  
400 Alabama Street, Room 133  
San Francisco, CA 94110

Charles Hall, Financial Secretary  
Tel: 621-2361

LOCAL 6

International Brotherhood of Electrical Workers, Local 6  
55 Fillmore Street  
San Francisco, CA 94117

Franz E. Glen, Bus. Mgr./Fin. Secy.  
Tel. 861-5752



LOCAL 21

International Federation of Professional and Technical Engineers  
126 Hyde Street  
San Francisco, CA 94102

David Novogrodsky, Business Manager  
Tel. 673-0220

LOCAL 38

United Association of Plumbers and Pipefitters, Local 38  
1621 Market Street  
San Francisco, CA 94103

Larry Mazzola, Asst. Business Manager  
Tel. 626-2000

LOCAL 39

Stationary Engineers, Local 39  
International Union of Operating Engineers  
337 Valencia Street  
San Francisco, CA 94103

Jim Lunsford, Business Representative  
Bob Hydorn, Asst. Business Manager  
Tel. 861-1135

LOCAL 200

Supervisory Employees Association (SEAM TWU)  
660 Howard St., 3rd Floor  
San Francisco, CA 94105  
Tel. No. 495-7326

Alice Fialkin  
Business Representative



LOCAL 216

Building Material and Construction Teamsters, Local 216  
1103 Airport Boulevard  
South San Francisco, CA 94080  
Dallas G. Allen, Secretary/Treasurer  
Tel. 761-3577

TWU LOCAL 250-A

Transport Workers Union of America, Local 250-A  
660 Howard Street  
Third Floor  
San Francisco, CA 94102  
Sam Walker, President  
Tel. 543-4970

LOCAL 261

Laborers International Union of North America, Local 261  
3271 - 18th Street  
San Francisco, CA 94110  
Bob McDonnel, Field Representative  
George Evankovich, Business Manager  
Tel.: 826-4550

SEIU, LOCAL 790

Service Employees International Union (SEIU)  
Joint Council, Locals 250, 390/400 & 535  
240 Golden Gate Avenue, Room 108  
San Francisco, CA 94102  
Tel. 673-8755

Joan Braconi  
Business Representative





LOCAL 1305

Automotive Machinists, Lodge 1305  
1750 Market Street  
San Francisco, CA 94102  
J. B. Martin, Area Director  
Sam Avila, Business Representative  
Tel. 621-2351

San Francisco Data Processing Guild

S.F. Data Processing Guild  
c/o Robert Cefalu  
2500 Rosewood Drive  
San Bruno, CA 94066

Robert Cefalu, President  
Tel. 583-2708

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